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**NRO DECLASSIFICATION/RELEASE  
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## APPENDIX A.

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Extracts from "Inspector General's Survey of the National Photographic Interpretation Center - June 1965"

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(Underlining is all mine)

Page 2, para. 6.

"It appears to us that the breakthrough needed to materially cut the human hours spent in photo-interpretation, if breakthrough is in fact possible, will be found in vastly improving the integration of collection systems design with photo-interpretation techniques. Because this is a highly technical field, there would be much to be gained from a cost disciplinary examination of photo-interpretation technology and procedures by a panel of competent consultants."

Page 3, para. 4.

"United States photographic systems development is currently, and very belatedly, entering the era of integrated systems design. The key principle, now increasingly appreciated, is that no element of the collection device may be varied without significant impact on many other elements of the total collection/exploitation design concept. .... the effort has achieved a significant capability to conduct repetitive search and identification of activity in denied areas, and is now moving rapidly into an era of continuing surveillance and analysis of change in known targets."

Page 30.

25X1D

Page 37.

"NPIC cannot demand that design details of planned collection systems be divulged to it while systems are in development. Much of its knowledge of oncoming systems is acquired through informal and

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APPENDIX A (continued)

unofficial liaison with acquaintances in government and in industry. We think it is time to elevate the problems of exploitation to consideration at the USIB level commensurate with the attention given to collection scheduling."

Page 40, para. 1.

"One of the principal conclusions of the present, as of the 1962, inspection of NPIC has been that the exploitation or photo-interpretation function requires full and equal representation at the planning table in the design of photographic reconnaissance systems."

Page 40, para. 2.

"While the record on cooperation between collectors and exploiters of photography is neither purely black nor purely white, (see para. 3 below), it nevertheless strongly reflects compartmentation, unilateral management actions, and a lack of adequate appreciation of the fundamental requirements of photo-interpretation on the part of systems designers and systems operators."

Page 41.

"..... the National Reconnaissance Office has maintained since 1960 a Configuration Control Board (CCB), and a sub-committee designated originally as the Systems Engineering and Technical Committee, now known as the Systems Engineering Committee (SEC). NPIC has had regular representation on the SEC Committee but its activities have become irregular in the past year, and there have been no meetings since January 1965. It is credited by NPIC with having done useful work in securing systems modifications that better satisfy NPIC needs but, again, after the given systems have become operational."

Page 45, para. 6.

"The inspectors accumulated considerable evidence of failure on the part of systems designers and operators to take exploitation problems into account. These failures run the gamut from faulty design of performance measuring devices, omissions of equipment, lack of investigation of significant problems, inadequate communication, to inadequate management arrangements."

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APPENDIX A (continued)

Page 49.

"There is no provision for the designation and accreditation of NPIC systems teams to work with their opposites in industry, in the NRO/DOD, nor in the DD/S&T of CIA. There is no planning and programming mechanism which establishes and executes projects and employs PERT-type controls to insure that all decisions are effectively scheduled and coordinated."

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APPENDIX B.

Extracts from NPIC White Paper - TCS-8896/65  
June 1965

Page 10.

"Furthermore, it has had no control over the collection resources so that they might be tailored to enhance and speed up the exploitation process."

"There seems little sense in, on the one hand, spending literally hundreds of millions of dollars for the collection of photography from both satellite and manned aircraft systems, and at the same time giving relatively little attention to the exploitation facilities which must handle the inputs if they are to have meaning to the Intelligence Community. Proportionate attention must be given to the exploitation side of the reconnaissance picture. At the least, a much higher degree of coordination between both sides of the program must take place; at best, quite possibly a single authority over both national collection and exploitation should be established."

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